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CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO		INITIALS	DATE
1	Executive ¹⁰⁷	<i>Chad</i>	8 March 50
2	<i>DCI</i>	<i>Root</i>	8 Mar 50
3	<i>Sec</i> ¹⁰⁷	<i>107</i>	10 Mar
4	Ad/OSI Management Officer		
5			
FROM		INITIALS	DATE
1	Management Officer	<i>John</i>	7 Mar 50
2			
3			
☐ APPROVAL ☐ ACTION ☐ COMMENT ☐ CONCURRENCE ☐ INFORMATION ☐ DIRECT REPLY ☐ PREPARATION OF REPLY ☐ RECOMMENDATION ☐ SIGNATURE ☐ RETURN ☐ DISPATCH ☐ FILE			
REMARKS: <i>This is an excellent analysis, which was the subject of a commendatory memo from Mr. [REDACTED]</i> <i>Chad</i>			
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FORM NO. 30-4
SEP 1947

Assistant Director for Scientific Intelligence

MAR 6 1977

Management Officer

Summary Report of Management Staff Study of the Office
of Scientific Intelligence

1. A management study conducted within your Office during the past three months included a revision of your table of organization. Changes reflected in the revised T/O are set forth in paragraph 2 below. Management assistance during the course of the study has also contributed toward the solution of some of the minor administrative problems of your Office. Findings and recommendations, most of which have been discussed with you orally, are contained in paragraphs 3 through 8.
2. New and changed concepts reflected in the revised T/O follow:
 - a. High-level specialist positions in each division to permit maximum IAC coordination in all critical phases of scientific intelligence.
 - b. Junior professional positions in each division to permit abstracting and indexing of relative scientific information.
 - c. Increased clerical staff to support the abstracting activity.
 - d. Detailed functions and revised organization of the staffs to provide both inter- and intra-office coordination of the OSI program. The functional statements are attached as Tab A.
 - e. Increased strength to implement centralization of medical intelligence within CIA. (Navy and Air Force have cooperated in this centralization.)
 - f. Increased strength in Chemistry Division, Physics and Electronics Division, and Geophysics Division to permit fuller coverage of many specializations included in these scientific categories and to permit better exploitation of the large volume of pertinent literature. These divisions provide support for estimates concerning future weapons of warfare, e.g., BW, guided missiles.
 - g. Increased strength in Weapons Division to permit better coordination with the IAC of intelligence concerning weapons development.

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h. Realignment of functions and organization of Scientific Resources Division to eliminate duplication of effort and to effect better integration of the Division's activity with the OSI mission. New functional statement is attached as Tab B.

3. a. In general, both the Chiefs and their staffs in the working divisions of OSI evidenced good understanding of their respective specialties and of the research methods required to relate these specialties to the national intelligence job.

b. All division Chiefs expressed the opinion that they would be able to produce more and better intelligence as their staffs were augmented with additional personnel. Thus, a continuance of the intensive recruitment effort of the past six months and an expanded table of organization should enhance OSI production.

c. However, with an expanded staff, written functional statements for each division and written delegations and assignments within such divisions should be provided. These instruments permit assimilation of new staff with a minimum of effort.

4. a. The best effort of OSI in promoting coordination and effective working relationships has been with the IAC agencies. The establishment and functioning of the Scientific Intelligence Committee and its subcommittees is probably the outstanding achievement of OSI. The majority of the divisions have cemented relationships with their opposite numbers in the IAC agencies and are coordinating the intelligence activity in their scientific specialties. This coordination has resulted in the assumption by OSI divisions of functions presently assigned to OGD. These include:

(1) Coordination of IAC and CIA requirements for intelligence information.

(2) Negotiation with CIA operations offices for fulfillment of IAC needs.

(3) Documentation of materials for central usage.

(4) Exchange of significant materials between the IAC and CIA.

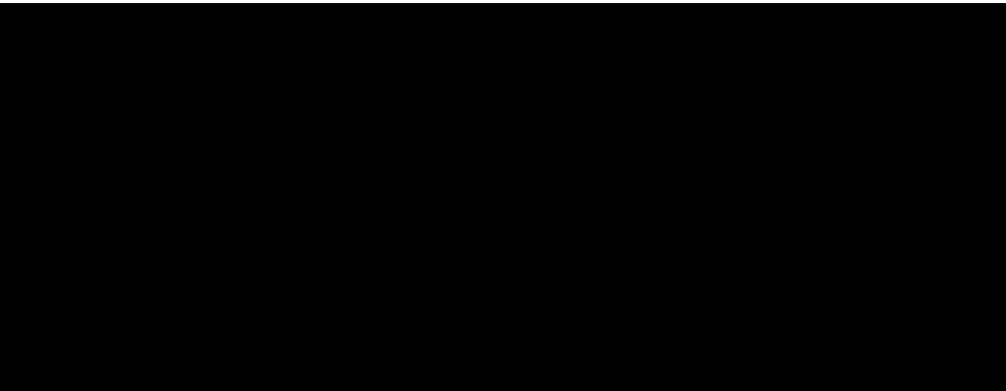
(5) Continuous liaison with the IAC agencies.

b. Within CIA, the relationships of OSI with other offices appear to be as follows:

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(1) ORE - Close working relationships between ORE and OSI specialists, which were established at the time OSI was part of ORE, have continued without change, each specialist freely exchanging information with and supporting specialists of the other office. Continuance of this type of coordination should be encouraged. Within the past three months great strides have been made in effecting closer working relationships between the staffs and front offices of OSI and ORE. This trend should be developed since the similarity of the production mission of these offices requires the closest coordination.

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(3) OGD - Harmonious relationships exists between OSI and OGD on all matters, with the possible exception of liaison control. OSI has pioneered in effectively utilizing OGD reading service for distribution of documents to OSI divisions. The consensus of OSI officials is that the OGD activity is undoubtedly useful to the Agency, that the OGD officials are most cooperative and willing to assist OSI, but that the OGD reference service, including DR and IR, is of limited value to OSI.

c. Excellent coordination exists within OSI between the substantive division specialists on matters of intelligence coordination and production, with the possible exception of the Scientific Resources activity. However, little uniformity or coordination on administrative and procedural matters was found. For example, a staff study of the functions and procedures of OGD was undertaken by one of the functional divisions of OSI without front office clearance or coordination. In another instance, a Division Chief conducted a staff study which included liaison with IAS concerning proposed changes in a procedure which had been carefully designed by OGD, Management Staff and staff personnel of all other offices, including OSI, to provide the most economical and best service to the total Agency. This study was made without consulting OSI staffs, without obtaining the approval of AD/OSI, and without consulting OGD or the Management Staff who had vested interests in the procedure. This lack of coordination may be caused by:

(1) OSI policy which delegates to the Division Chief complete authority for administration of his activity

(2) Lack of personnel in the Plans and Production Staff

5. a. A comparison of OSI production with staff on duty brings an appreciation of the super-human effort which must have been expended to produce the reports which have been issued. An examination of the reports thus far produced indicates that the production generated in three different ways:

(1) Request for special estimates or evaluations by an outside body, e.g., Joint Chiefs, NSC

(2) The accumulation of a volume of data on one subject which could be easily translated into a report, irrespective of the importance of the subject to national security

(3) Consolidation of thinking on intelligence requirements and the intelligence factors relating to a particular scientific matter. (These reports are basically requirements.)

b. The above breakdown indicates a need for both long- and short-term production planning, scheduling and controls within OSI. However, it should be recognized that OSI, as well as OGI, is handicapped in accomplishing constructive production planning by the lack of Agency-wide production policy direction. OSI is attempting to overcome this obstacle by utilization of the Scientific Intelligence Committees.

c. Perhaps, the greatest deterrent to meaningful intelligence production is the point you have made on many occasions, namely, the lack of information on which to build estimates. The OSI interrogation team and other expedients developed by you indicate your concern in this respect.

d. The procedure for obtaining meaningful intelligence information roughly breaks down into three phases:

(1) The identification and formulation of the request for information desired, commonly called the requirement.

(2) Guidance to the collection agencies for both directed and spontaneous collection.

(3) The physical procurement of the information and the transmission of it to the requestor.

e. Responsibility for the last named, that of supplying the required information, rests exclusively with the collection agency. The first two are the responsibility of the production office.

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8. In summary, it can be stated that OSI operations would benefit from immediate action designed to implement the following recommendations:

- a. Preparation of written functions, delegations and assignments for OSI divisions.
- b. Clarification of functions which overlap with OOD.
- c. Development of a production plan, schedule, and controls.
- d. Strengthening the requirements activity within OSI.
- e. Coordination of abstracting and indexing activities within OSI.
- f. Planning for extensive external research support.

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PLANS AND COORDINATION STAFF - - - OSI

As the advisory staff to the Assistant Director for Scientific Intelligence and the component of his Office responsible for providing staff assistance on plans, policies, procedures, and coordination of scientific intelligence operations:

1. Reviews and analyzes both inter- and intra-office plans, policies, procedures, authorities, responsibilities, budget policy, organization, and functions to insure fulfillment of the OSI mission. As appropriate, prepares recommendations to the Assistant Director, OSI.
2. Assists in the formulation, coordination, and formalization of OSI recommendations for national scientific intelligence objectives.
3. Effects both inter- and intra-office coordination on intelligence matters of interest to OSI components.
4. Prepares plans for scientific intelligence production, coordinates the production activity, and evaluates published scientific intelligence to assess quality and quantity.
5. Integrates, through established Agency channels, the activities of intelligence source-exploitation agencies, scientific research establishments, and inter-agency scientific committees with the OSI production program.
6. Coordinates, consolidates and initiates collection action on requirements for scientific intelligence data obtainable from all sources. Coordinates and consolidates assessments of the adequacy, accuracy, and timeliness of scientific intelligence information coverage.
7. Arranges for OSI liaison with both governmental and non-governmental agencies through established Agency channels.

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PLANS AND PRODUCTION STAFF, OSI

PLANNING BRANCH

External Section - policy and procedural aspects of furtherance of OSI mission with respect to matters of external concern primarily:

1. Involving policy and implementation of support programs involving domestic factors in the flow of information to OSI:

- a. OO field men
- b. External research
- c. Consultants

2. Involving policy and implementation of support programs involving foreign factors in the flow of information to OSI:

- a. Scientific attaches
- b. Exchange of information with foreign countries
- c. Overt overseas staffs
- d. Cooperation with OO

3. Involving operations of the Scientific Intelligence Committee

NOTE: These arrangements are based on substantive needs set forth by Production Division.

PLANNING AND PRODUCTION STAFF, OSI

Planning Branch

Internal Section - policy, planning and procedural aspects of furtherance of OSI mission with respect to matters of internal concern primarily:

1. Involving OSI divisions
 - a. Delineating divisional areas of interest and responsibility, and methods of operation of the divisions. Maintaining surveillance of OSI operations to effect coordination and conformity with NSCID's in internal implementation of Agency policy.
 - b. Arranging for intra-agency working level coordination and resolving difficulties therein.
 - c. Arranging for working liaison between OSI specialists and counterparts in other government and non-government agencies.
 - d. Developing and drafting recommendations for AD/OSI on all operational plans, other than production schedules.
2. Involving coordination with COAPS and other offices of CIA
 - a. Assuring internal consistency of policy in relation to operations of P & P/ORS, OO, OSD, etc.
 - b. Maintaining relations with COAPS, other offices of CIA, and JIOA wherever internal operations are involved.
3. Involving other matters of OSI functions by virtue of its being an office of CIA
 - a. Implementing Agency Management Improvement Plan.
 - b. Preparing and coordinating National Scientific Intelligence Objectives.
 - c. Reviewing organization, functions, budget, authorities, responsibilities, and delegations of OSI to insure facilitation of OSI mission and policy.
 - d. Reviewing NSCID's in terms of OSI mission.

PLANS AND PRODUCTION STAFF, OSI

Production Branch

Substantive aspects of furtherance of OSI mission

Production Section - the scheduling and publication of OSI production:

1. Involving scheduling of production

a. Allocating divisional and interdivisional production responsibilities

b. Assigning priorities for production

c. Integrating output of Scientific Resources Division

d. Integrating NIS production into OSI schedule

e. Developing scientific intelligence production plans.

2. Publication of intelligence

a. Involving supervising all mechanical aspects of publication, such as editing, reproduction, publishing and including coordination with ONS to achieve uniformity of CIA presentation

b. Coordinating and controlling production of each scientific intelligence paper originating in OSI. Arranging for intra-agency and departmental coordination on draft and final estimates.

c. Preparing progress reports on OSI production and material for presentation in Situation Room

3. Involving quality control of scientific intelligence output

a. Finalizing other aspects of NIS participation by OSI, including review

b. Maintaining quality controls of OSI production (referring procedural and operational support problems to Planning Branch, Internal Section and requirements problems to Production Branch, Requirements Section).

c. Reviewing production in the light of NIS objectives.

d. Analysing and recommending improvements relating to CIA and IAC scientific intelligence production.

PLANS AND PRODUCTION STAFF, OSI

Production Branch

Substantive aspects of furtherance of OSI mission

Requirements Section

1. Involving Substantive Aspects of Requirements as follows:

a. Assuring that OSI requirements are prepared in a form suitable to the special problems of collecting offices

b. Assuring inter-divisional coordination of requirements where necessary or desirable in collaboration with Internal Section, Planning Division.

c. Determining OSI Divisions appropriate to prepare requirements in response to specific notification of opportunity from collecting offices

d. Advising OSI Divisions on effectiveness of collecting media and other substantive matters relating to the formulation and direction of requirements

e. In collaboration with the OSI Divisions and the Planning and Production Staff developing a program of guide-type requirements in implementation of OSI production plan

2. Involving Procedural Aspects of Requirements as follows:

a. Processing all incoming and outgoing requirements to assure appropriate OSI action

b. Maintaining records of status of preparation and satisfaction of requirements

c. Advising OSI information control office of Division requirements to assure appropriate routing of information

d. Analyzing CIA and IAC procedures relating to requirements section responsibilities and recommending appropriate OSI procedures

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ADMINISTRATIVE STAFF

1. Provides all administrative support including budget, personnel, supply and space.
2. Develops administrative procedures and supervises their implementation.
3. Provides for internal security, both physical and personal.
4. Provides for the distribution and control of both operational and administrative documents of concern to OSI. Serves as area hop secret control for OSI.
5. Defines policy and procedural problems relating to intelligence operations which are encountered in day-to-day activity for further action by Plans and Coordination Staff.
6. Plans and implements within OSI the administrative features of the Agency management improvement program.

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